

Paying Paul without Robbing Peter...

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Randy has more than 30 years of experience effectively providing management expertise for a number of engineering and project-oriented organizations.

Randy's experience includes overall program and operations management for planning and implementing change; conducting operational and organizational reviews, developing client relations, improving productivity and budget control; and identifying problems, generating new alternatives, and directing effective solutions.

Facilities management on college and university campuses is becoming more and more complex, and facilities managers are being asked to do more and more with existing or fewer resources. Current economic realities have placed facilities management organizations, with their relatively large budgets and workforces, under the microscope as business officers and administrators seek opportunities to reduce budgets.

Does this sound like the situation on your campus? If not, consider yourself one of the very, very fortunate few. Otherwise, there are some things you can do to help “bullet-proof” your budget and your organization that won't cost a lot of money. As I visit campuses and talk with facility managers, I realize that many organizations are overlooking two simple business rules that will provide them with the data necessary to defend their organizational structure.

1. Capture as much of your labor effort as possible in your CMMS. Most facilities organizations don't get “credit” for all that they do to support their campus. If you simply require all of your work to be accomplished in response to work orders, you should be able to account for all of the available man-hours your organization spends supporting the campus. This should include not only planned maintenance (i.e., PM services, predictive maintenance) and unplanned maintenance (corrective maintenance) but also event support (often using grounds-keepers and custodians), which consumes resources intended for stewardship of campus facilities and grounds.

2. Capture all of the work your organization could not accomplish, generally due to constrained resources. Most of the campuses I visit are able to provide, some more easily than others, a list of all of the work they accomplished in the past year; but when asked about what they could not accomplish, they can only provide generalities. Documenting what could not be accomplished is rarely done on most campuses; however, it is necessary in order to form a complete picture of the total requirements to support the campus. This missing piece of data is also critical in calculating the true number of positions and attendant costs required to meet all of the campus' needs.

If you are conscientious about driving requirements into your CMMS/CAFM and capturing accurate data, you should be able to generate the reports that present compelling arguments in support of your organizational structure and your budget. Of course this is not a guarantee that the administration will support your request, but at least their decision should be an informed one. The question is “Are you fully exploiting your CMMS/CAFM?”

While these two business rules are simple enough, implementing them cannot be accomplished readily unless your CMMS/CAFM system is up to the task. Most state-of-the-art systems will permit you to generate such reports, provided you have captured and input the data; however, if your information management system cannot generate such reports, then you are destined to continue to struggle to defend your organizational structure and your budget.

For more information on our team of consultants, please visit us at www.draperandassociates.com.